



Kingston and Richmond
Safeguarding Children Partnership

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Local Safeguarding Arrangements Updated February 2024

This paper sets out the updated local safeguarding arrangements as determined by the statutory safeguarding partners in accordance with the statutory guidance in Working Together to Safeguard Children 2018.

Kingston & Richmond Safeguarding Children Partnership (KRSCP) arrangements are signed off through the appropriate governance process for Kingston Council, Richmond Council, the South West London Integrated Care Board and the Metropolitan Police Service.

These arrangements were originally issued on 29/06/2019 and have been updated in September 2022 and again February 2024. A comprehensive update will be made during the course of 2024 to bring our arrangements in line with revisions in recently published Working Together to Safeguard Children 2023.

Signatories:

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Fergus Keegan, Director of Quality, NHS South West London Integrated Care Board

Mike Jackson, Chief Executive, London Borough of Richmond upon Thames

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Ian Dodds, Director of Children's Services, Kingston and Richmond Councils

Clair Kelland, Commander for South West Basic Command Unit, Metropolitan Police Service

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1. Aims and objectives

- 1.1 Nothing is more important than protecting children from abuse, neglect and exploitation. Children who need help and protection deserve high quality and effective support as soon as a need is identified.
- 1.2 We want a system that responds to the needs and interests of children and families. In such a system, practitioners will be clear about what is required of them individually, and how they need to work together in partnership with others.
- 1.3 Securing the best possible safeguarding outcomes for children is a priority for all partner organisations in Kingston and Richmond. The right structures need to be in place for strategic leaders to have a clear understanding of strengths and weaknesses of current safeguarding arrangements, to make the right, timely decisions and for operational activity to take place where it matters most to make a positive impact on young lives.

The purpose of these local arrangements is to support and enable local organisations and agencies to work together in a system where:

- Children are safeguarded and their welfare promoted.
- Partner organisations and agencies collaborate, share and co-own the vision for how to achieve improved outcomes for vulnerable children.
- Organisations and agencies challenge appropriately and hold one another to account effectively.
- There is early identification and analysis of new safeguarding issues and emerging threats.
- Learning is promoted and embedded in a way that local services for children and families can become more reflective and implement changes to practice.
- Information is shared effectively to facilitate a more accurate and timely decision making for children and families.

2. Background

- 2.1 Working Together to Safeguard Children 2018 states that the responsibility for local partnerships rests with the three safeguarding partners – the local authority, police, and the Integrated Care Boards, therefore our arrangements refer to ICBs). The lead representative from each (local authority chief executive, integrated care board accountable officer, and chief of police) must play an active role. They can delegate their functions if felt appropriate.
- 2.2 The partners should agree how to coordinate their services, act as a strategic leadership group for others, and implement local and national learning from serious child safeguarding incidents.

- 2.3 There is a national Child Safeguarding Practice Review Panel which commissions national reviews in respect of children's safeguarding and will liaise with local safeguarding partners over local child safeguarding practice reviews.
- 2.4 Since 3 September 2018, education providers have been required to follow revised statutory safeguarding guidance from the Department for Education; Keeping Children Safe in Education: for Schools and Colleges. This is to be read in conjunction with Working Together to Safeguard Children. This guidance emphasises supporting care leavers, previously looked after children, children with SEND, and has a particular focus on child-on-child abuse.
- 2.5 Schools and colleges are responsible for their own child protection policies which reflects the children they serve and local needs, and which reflects the additional safeguarding challenges for children with SEND. Schools and colleges should now also be aware of contextual safeguarding.

3. Local safeguarding arrangements – governance and structure

The following characteristics are considered key to KRSCP's arrangements:

- To have a child centred approach.
- To have a positive and direct impact on frontline services, across all partners.
- Set of agreed outcomes reflected through the work plan.
- A clear focus upon children's safeguarding and join-up with other partnership governance arrangements which take responsibility for wider issues of children's welfare and development.
- Effective working through clear governance and accountability.
- To have strong, independent scrutiny and challenge, and a shared culture of constructive challenge.
- To create quality relationships across partners with a shared set of values and behaviours.
- To have a conflict resolution policy.
- That there is equity between partners.
- To include the voice of the children in its direction and services.

- 3.1 The responsibility for driving forwards the local safeguarding arrangements is devolved to the Director of Children's Services for Kingston & Richmond Councils, NHS South West London ICB's Director of Quality, and the Detective Superintendent for the Metropolitan Police Service's South West Basic Command Unit (MPS SW BCU).
- 3.2 Accountability meetings will be held by each statutory partner to ensure that their respective leaders are both fully briefed upon the effectiveness of safeguarding arrangements and able to hold the devolved leads to account. This will include the leader, lead member and chief executive of each local

authority; the chair and chief accountable officer for the ICB; and the police borough commander for South West London. It is proposed that once a year these senior strategic and democratic leaders meet to review the annual priority setting for the local safeguarding arrangements.

- 3.3 The statutory partners will also ensure that their annual report will be shared with the relevant local authority and ICB committees/boards, including the Health & Wellbeing Boards.
- 3.4 The geographical footprint of safeguarding arrangements will remain the local authorities of Kingston upon Thames and Richmond upon Thames. It is important to be mindful of the geographies in which the partner organisations are working within. In particular that the MPS South West BCU covers additionally Merton and Wandsworth; and that the ICB covers additionally Croydon, Merton, Sutton and Wandsworth.

KRSCP Strategic Leadership Group

- 3.5 Senior strategic leadership will most effectively be provided by a small executive group, with membership of this strategic leadership group (SLG) as follows:

Statutory Safeguarding Partners:

- Director of Children's Services, Kingston & Richmond local authorities
- Director of Quality, NHS South West London ICB
- Detective Superintendent, South West BCU, Metropolitan Police Service

Advisory Standing Members:

- Designated Doctor for Safeguarding Children
- Designated Nurse for Safeguarding Children
- Director of Children's Social Care, Achieving for Children
- Education Subgroup Chair

The SLG will have responsibility for the following:

- Ensuring effective quality assurance activity provides a clear understanding of safeguarding delivery, based on the three core elements of performance data, audit findings and children & families' feedback.
- Developing & overseeing the overarching strategic aims of KRSCP.
- Setting safeguarding priorities for the partnership and overseeing the delivery of a business plan.
- Financial planning and resourcing of the arrangements.
- Oversight of safeguarding work completed by local partners through their operational responsibilities.
- Consider opportunities for working in collaboration with other geographical areas to improve performance and efficiency.
- Manage linkages to other strategic boards to encourage joint working, sharing of learning, and holistic approach to safeguarding (including Safeguarding Adults Boards, Community Safety Partnerships, Health and Wellbeing Boards and the Local Family Justice Board).
- Ensure effective partnership working in relation to operational multi-agency arrangements (including MASH, MAPPA, MARAC, PRE-MACE, Channel Panel).
- Agreeing an annual report for publication.

- 3.6 Subgroup chairs will be expected to report on a routine basis to the SLG. Other officers and partners will routinely be invited to attend the SLG to contribute to specific discussions on the business plan, including those from voluntary organisations and those representing the views of children and young people. The independent scrutineer (see below) will routinely be invited to attend and contribute to the SLG.
- 3.7 The SLG will be chaired by one of the lead safeguarding partners on a rotating basis. To ensure continuity, the chair's role should be held for a minimum period of twelve months, and there will be an annual review to determine who should chair the SLG for the following year.
- 3.8 The SLG will be supported in delivering its objectives by the KRSCP team hosted by Richmond Council.
- 3.9 The SLG will meet quarterly to ensure the partnership is delivering on its strategic aims in Kingston and Richmond.
- 3.10 The SLG will ensure effective liaison with safeguarding partners outside the boroughs to address the challenges of mobile families, children accessing services outside the borough boundaries, and specific safeguarding issues such as county lines.

Defining relevant agencies and their responsibilities

3.11 The relevant agencies for these multi-agency safeguarding arrangements will be as follows:

- Kingston Council
 - Public Health
 - Adult Services
 - Housing
 - Community Safety
 - Youth Offending
- Richmond Council:
 - Public Health
 - Adult Services
 - Housing
 - Community Safety
 - Youth Offending
- South West London ICB
- Metropolitan Police Service
- Each Early Years Provider
- Each Primary School
- Each Secondary School
- Each Special School
- Each Independent School
- Each 16 to 18 Education Provider
- Probation Service
- Achieving for Children
- Hounslow & Richmond Community Healthcare NHS Trust
- Central London Community Healthcare NHS Trust
- Your Healthcare CIC
- Kingston Hospital NHS Foundation Trust
- SW London & St George's Mental Health Trust
- West Middlesex University Hospital (Chelsea & Westminster NHS Trust)
- London Ambulance Service
- Each private health provider
- For each health provider, the named health professionals
- Each Voluntary Sector provider for children
- Each Children's Home provider
- CAFCASS
- Fire and Rescue Service

3.12 The core responsibilities required of each relevant agency will be as follows:

- To provide evidence as required by the SLG through relevant quality assurance activity that addresses these core questions:
 - What are they doing to safeguard children?
 - How well they are safeguarding children?

- What difference their service has made for children?
- Whether they can identify any weaknesses in the local safeguarding system?

Evidence will be required in the form of:

- Performance data.
- Quality audit findings.
- The views of children and families.
- To attend and engage with the partnership engagement arrangements as required.
- To attend and contribute to subgroups as required.
- To attend and contribute to local learning reviews as required.
- To attend and contribute to local training and workforce development.
- To contribute reasonable resources as required.

Engaging Partners

3.13 It is an absolute priority for the statutory partners that there is effective engagement of all relevant agencies, both in responding to the priorities that are agreed by the SLG, but also in being able to raise issues of concern or of best practice.

3.14 New arrangements will ensure that this engagement is achieved through a combination of methods:

- Learning and partnership events.
- Membership of subgroups and task and finish groups.
- Attendance at the SLG meetings.
- Direct lines of contact with members of the SLG.
- Proactive engagement with key existing partnership groups and forums.

3.15 Partner engagement will be centred upon themed learning/partnership events. These events will be focussed on key safeguarding issues and/or emerging themes. These meetings will afford opportunities to disseminate learning to a wider safeguarding community, learn from each other, and support statutory and non-statutory agencies in their safeguarding provision. The themes and issues for inclusion will be agreed by the SLG and the events will be organised by the partnership team. The frequency of these meetings will be kept under review.

3.16 The ICB will lead and support all activities necessary to ensure that organisations within the health community meet their responsibilities to safeguard and protect children and young people. With the engagement of the designated medical and nursing staff, the ICB provide advice and support all named professionals across the health community. The existing NHS contractual arrangements for quality assurance and oversight will remain in place through the safeguarding arrangements.

3.17 To ensure effective engagement with key partners, there will also be proactive quarterly or termly engagement with the following groups:

- Kingston Primary Heads.
- Richmond Primary Heads.
- Richmond and Kingston Secondary Heads.
- Designated Safeguarding Leads.
- Independent Schools Forum.
- Safeguarding GP Network.
- Early Years Forum.
- 14 to 19 Forum.
- Children's Homes Provider Network.
- Kingston Voluntary Sector Network.
- Richmond Voluntary Sector Network.

Subgroups

3.18 The SLG will have oversight of chairing arrangements, terms of reference and membership of each subgroup. Other issues may require task & finish Groups as required by the SLG/relevant subgroups.

Quality and Innovation Subgroup

3.19 The Quality and Innovation subgroup will focus on review of local performance data, quality audit findings, and the views of children and families. This information will be presented to the SLG following appropriate synthesis and analysis which highlights where improvement is needed.

The subgroup will be responsible for undertaking deep dives with the support of the partnership team. There will be two core developments in this approach: the engagement of frontline practitioners and services in determining the most effective ways to implement learning priorities; and the engagement of the whole partnership in learning events, which will continue the opportunities for networking and discussion.

Case Review Subgroup

3.20 The Case Review subgroup will hold responsibility for considering serious child safeguarding cases notified to the national Child Safeguarding Practice Review Panel and conducting rapid reviews. The subgroup will then make a recommendation to the SLG on the appropriate next steps, which may include a local child safeguarding practice review (CSPR). This subgroup will also have responsibility for ensuring the effective dissemination of learning from local and national CSPRs.

Vulnerable Child & Adolescent Subgroup

- 3.21 The Vulnerable Child & Adolescent subgroup is responsible ensuring effective safeguarding across the full range of risk that adolescents can face from non-familial exploitation and abuse.

Learning & Development Subgroup

- 3.22 The Learning & Development subgroup will assist in the development of effective training and workforce development materials and events that ensure that both core and specialist knowledge and skills development is supported across the partnership, and that learning is effectively disseminated.

Education Subgroup

- 3.23 The Education subgroup is a strategic group, tasked to bring education as the fourth safeguarding partner. This subgroup provides a communication channel between education and the multi-agency network to raise the profile of education across the local authorities with a view to improving outcomes for all children.

Other Relevant Matters

- 3.24 Notifications of serious child safeguarding cases to the national Child Safeguarding Practice Review Panel are the responsibility of the local authority. The local authority must inform the statutory safeguarding partners and partnership team of any notification within five working days, and they will then determine if there is a need for the case review subgroup to convene a rapid review.
- 3.25 The primary procedures used will remain the Pan-London Child Protection Procedures, developed and maintained by the London Safeguarding Children Partnership. Work on any additional policy and procedures required locally, will be taken on by the partnership team, with review and agreement sought from relevant partners on an ad hoc basis. There will be some scope also to work on local policies and procedures with other safeguarding partnerships in SW London when appropriate.
- 3.26 The partnership works to the London Threshold Document, Please see KRSCP's [threshold webpage](#) for further details of local mapping.

Child Death Review

- 3.27 The local authority and ICB are the child death review partners, and this responsibility is separate to the responsibilities of the safeguarding children partnership and has additional statutory guidance. The child death overview process is now coordinated at a South West London level. Locally, support to local child death review processes in Kingston and Richmond is undertaken by

the partnership coordinator along with colleagues in relevant local organisations.

It is recognised that the partnership's safeguarding arrangements must include strong ties between CDR/CDOP and the Case Review subgroup to ensure appropriate sharing of information and learning.

4. Independent Scrutiny

4.1 Independent scrutiny is a statutory requirement to provide assurance in judging the effectiveness of multi-agency arrangements to safeguard and promote the welfare of all children in a local area. The SLG will ensure recruitment of an independent scrutineer to provide the critical challenge and appraisal of the safeguarding arrangements agreed in Kingston & Richmond.

4.2 The role of independent scrutiny is required to cover the following:

- Consider the overall effectiveness of local safeguarding arrangements.
- Consider how well the safeguarding partners are providing strong leadership.
- Provide independent scrutiny of the annual report of the safeguarding partners.

4.3 In addition to these functions, the independent scrutineer also has a role to deliver the following:

- To offer mediation to the three statutory safeguarding partners and any other local agencies in dealing with any key areas of disagreement.
- To offer independent review of any escalated concern raised by relevant agencies or on behalf of children and families.
- Support a culture and environment conducive to robust scrutiny and constructive challenge.

The following is a guide to the way in which the independent scrutineer will operate, and how these arrangements will be reviewed:

- Scrutiny in relation to the key priority theme of the deep dive, which may include engagement with and observation of frontline practice, children & families.
- Annual scrutiny of the priorities set by the SLG to ensure the relevance of priorities in meeting local needs.
- Annual scrutiny of the effectiveness of arrangements to identify and review serious child safeguarding cases.
- At least annual review of the clarity of the information that the SLG receives to inform strategic leaders of the effectiveness of safeguarding.
- The independent scrutineer will be expected to make formal recommendations to the SLG.
- The statutory partners will review the arrangements for independent scrutiny at least annually and commentary included in the KRSCP annual report.

4.4 The other ways in which independent scrutiny will be delivered to these safeguarding arrangements include:

- Inspection – either single or joint inspections of the statutory partners and the services they are responsible for.
- Democratic local scrutiny – through the governance arrangements required of each local authority.
- Peer review – such as through the developing ALDCS (Association of London Directors of Children’s Services) sector led improvement programme, supported by the Department for Education, which includes an annual programme of peer challenge.

5. Conflict Resolution

5.1 All agencies working with children in Kingston and Richmond remain subject to the London Child Protection Procedures and its chapter covering ‘Resolving Professional Differences’. This sets out the general principles of resolution as well as the specific processes to be followed. The SLG and all relevant agencies will be expected to adhere to these procedures. A local companion pathway has been developed to support navigation of this process and can be accessed on KRSCP’s [Resolving Professional Differences webpage](#).

5.2 When a disagreement arises between members of the SLG then the general principles of resolution will still apply, in particular:

- When the disagreement is between two agencies, then they should seek to meet and find a satisfactory resolution.
- Where the disagreement cannot be resolved, or involves a more complex set of partner agencies, then it will be for the full SLG to seek a resolution.
- Where necessary, the three statutory safeguarding partners have primacy in determining the resolution to a disagreement.
- Where there is disagreement between the statutory safeguarding partners, then the independent scrutineer should be asked to mediate and negotiate a satisfactory solution.
- Where necessary, the statutory safeguarding partners may escalate to the chief executive of the local authority, the chief accountable officer of the ICB and the MPS commander for South West London.
- Statutory partners should escalate to the relevant Secretary of State only as a final resort.
- Whistleblowing procedures provide an additional important route for staff to raise concerns in a safe process that protects their position if this is a concern. Partners will each adhere to their own whistleblowing procedures.

6. Funding & Resources

6.1 The budget and resourcing needed to ensure effective delivery of the local safeguarding arrangements will be determined by the detail of the work to be undertaken to deliver the objectives and priorities set by the SLG. Operational

safeguarding duties will remain the responsibility of each statutory partner and relevant agency and will not be the responsibility of the partnership team.

7. Voice of the Child

7.1 The new arrangements will ensure that the voices of children and young people are at the forefront of partners' consideration of what is working well and what needs to improve. The SLG is committed to ensuring that the voice of the child is heard on all issues pertaining to the partnership and will inform their deliberations. There will be opportunities for feedback from local user groups in relation to issues they have considered.

8. Priorities

8.1 KRSCP priorities will be agreed biannually. Current priorities are as follows:

Priorities agreed for 2022-24

- Mental health
- Parental vulnerability
- Contextual safeguarding
- Child sexual abuse

9. Annual Review

9.1 To inform children, families and practitioners about the activity undertaken, the SLG will publish an annual report. The report will consider the effectiveness of the local arrangements and report on any proposed changes and when they will be implemented. The report will include:

- What the partnership has done as a result of the arrangements, including on child safeguarding practice reviews, and how effective these arrangements have been in practice.
- Evidence of the work undertaken by the safeguarding partners and relevant agencies, including training, and an analysis of the difference it has made for children and families.
- Progress on agreed priorities, including an analysis of areas where there has been little or no progress.
- A record of decisions and actions taken by the partners in the report's period (or planned to be taken) to implement the recommendations of any local and national child safeguarding practice reviews, including any resulting improvements.
- Ways in which the partners have sought and utilised feedback from children and families to inform their work and influence service provision.

The report will be published and will be shared with relevant bodies stipulated in WT guidance.